

Approved For Release 2002/08/15 : CIA-RDP84-00780R000500080016-4

Registry:

Please Suspense

Mr. 15 March.

Miriam 3/4/65

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STAT

Mr.

I have checked with
Personnel several times in
regard to the report we
requested to be submitted
1 February. (see reference)

Personnel
is under the impression that
all action has been completed
on this subject; however Bertha
is to look into it further.

STAT

Miriam 2/25

*3/4. Bertha to Pusan
Bertha to Pusan
Bertha to Pusan*

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EYES ONLY

FILE 02112
DD/S 64-1658

19 MAR 1964

MEMORANDUM FOR: Deputy Chief, Personnel Operations Division/OP

Frank:

Following our discussion of your memorandum dated 25 February 1964 on the subject of management of graphics personnel I discussed this with Mr. Echols who made the decision that he will not distribute this memorandum for the reasons we discussed.

The copies marked for distribution to the several offices concerned are returned for cancellation.



25X1

Att: Memo dtd 25 Feb 64 to Multiple
Adses fm Emmett D. Echols, subj:
"Management of Graphics Personnel - DD/S 64-1282

EO-DD/S:VRT:maq (19 Mar 64)

Distribution:

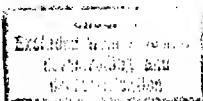
Orig - Adse w/12 cys of att

1 - DD/S Subject w/4 cys of att

1 - DD/S Chrono Ref Sht

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TRANSMITTAL SLIP		DATE
TO: Colonel White		4 March 1964
ROOM NO.	BUILDING	
REMARKS:		
Recommend your initials on <u>twelve</u> memos.		
VRT		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

GPO : 1957-O-499445 (47)

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25 FEB 1964

0013 67-1282

Approved For Release 2002/08/15 : CIA-RDP84-00780R000500080016-4
MEMORANDUM FOR: Chief, Graphics and Visual Aids Staff, PSD, OL
Chief, Instructional Services Branch, Support Staff, OTR
Chief, Training Staff, [REDACTED] OTR 25X1

THROUGH : Deputy Director for Support

SUBJECT : Management of Graphics Personnel

REFERENCE : Memorandum for DD/S fr Ex Dir, dtd 13 Dec 62,
Subject: Consolidation of the Agency's Visual
Aids/Graphics Services

1. This memorandum is for information and to alert supervisors of Visual Aids/Graphics components to the periodic reports that have been rendered and are scheduled for future submission on the management of graphics personnel.

2. In the referenced memorandum the Executive Director requested that a survey be made of the personnel management of visual aid/graphics personnel in the several components of the Agency providing these services.

a. This survey was to be specifically directed toward ascertaining:

- (1) Equity of job grading in the Agency's graphics components.
- (2) Distribution of work load.
- (3) Rotation and promotion opportunities.
- (4) Utilization and improvement of skills.
- (5) Utilization of space.
- (6) Co-ordination of work among components.

b. The survey was completed in March 1963 and after examination and review by the Deputy Director for Support and discussion with representatives of the components concerned certain actions and conclusions resulted as follows:

- (1) The SSA-DD/S and Office of Logistics visual aid groups were consolidated into one graphics unit

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SUBJECT: Management of Graphics Personnel

under the Printing Services Division/OL. Thus, the unit with the biggest backlog was joined with the one which, according to the survey, was least employed.

(2) It was concluded that consolidation of OBI and OCI units was not practicable because of physical separation of these offices (OBI in Alcott Hall; OCI in Hqts), security (special handling requisites of much of OCI's work), and lack of adequate available space for consolidated facilities.

(3) The subject of overall career management of graphics personnel was reviewed taking into consideration the practicability of establishing a position of Graphics Co-ordinator under Printing Services Division/OL who would be responsible for co-ordination and distribution of work throughout all graphics components, and for career development, recruitment, training, promotion, and rotation program for all graphics employees. This suggestion was not implemented since the survey demonstrated that Agency components generally provided the required graphics services within acceptable time limits and a general co-ordination of graphics units did not appear to be essential especially in light of the considerations of security, dispersed locations, specialized requirements, and the difficulty of setting valid priorities. As regards career management, the survey revealed no evidence of serious inequities or morale problems among the [] employees then assigned to the seven separate units in three Deputy Directorates.

25X9

3. In considering these conclusions, the Executive Director requested in May 1963 that thought be given to the establishment of a formal Advisory Committee, under the Director of Personnel, to look after the career management and utilization of graphics personnel. The Deputy Director for Support, in reviewing this proposal, concluded in a memorandum to the Executive Director, dated 6 January 1963, that the need for such an Advisory Panel had not been established. However, the Director of Personnel was asked to monitor on a continuing basis the overall management of graphics personnel and to request such assistance as required from the components

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SUBJECT: Management of Graphics Personnel

concerned to deal with specialized problems. In addition, the Chief, Printing Services Division/OL was asked to comment on the co-ordinating role which his Division could or should play after he had had a few months of experience with the new combined unit (i. e. SSA-DD/S and OL Visual Aids Groups) assigned to him. (The Director of Logistics subsequently made his review of the feasibility of such an arrangement with the conclusion that it would be unnecessary and impractical to attempt to act as the co-ordinator for work standards and allocations or as the manager of the career aspects of visual aids/graphics personnel.)

4. In line with the Deputy Director for Support's request, on 5 February 1964 the Office of Personnel completed a report on the results of "monitoring on a continuing basis the overall management of graphics personnel . . ." for the period beginning 1 June 1963 through 31 December 1963. This analysis revealed that in this seven-month period, nine graphics personnel left graphics positions. Five of these people were reassigned within the Agency; one was a military separation; and three left the Agency. One of these resignees returned to the University of Pittsburg to work on a graduate degree, one accepted a teaching position at the University of Indiana, and one returned to her home on the West Coast. These facts appear to confirm that graphics personnel are not overlooked for reassignment between components and experience as much opportunity for cross-movement as for most other specialists. In the matter of equitability and balance of work loads among the several graphics shops, the Office of Personnel does not have a practicable means of monitoring this factor except in terms of evidences of employee dissatisfaction (which to date have not been reflected) and management requests for additional staff personnel. There is no way to ensure that these people are not underworked except to make a logical assumption that present pressures to make best use of limited ceiling would result in quick elimination of positions where work load factors permit. The decentralization of this particular group of specialists is in substance no different from the decentralization of other individuals who do other "specialist" functions for a component. These people can readily identify with the substance of the component as a whole and can find as strong bonds as they might in using their techniques as a common interest. The reported evidence shows that these individuals are properly managed and utilized by the respective components to which they are now assigned. In the matter of promotion opportunities, combining the various units into one would not increase opportunities unless higher-graded positions were artificially introduced. Any specialty

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field has a top which necessarily must be recognized and accepted by an individual when he chooses to so specialize.

5. The conclusions drawn by the Office of Personnel as presented in the above paragraph satisfied the Deputy Director for Support that the present system of decentralized career management of graphics personnel was satisfactory and adequately efficient. The Director of Personnel was directed to continue monitoring the activity in cooperation with the heads of the operating components concerned. The next scheduled report on management of graphics personnel has been set for 1 February 1965.

6. In order to assure the continued validation of efficiency in providing graphics services and equity in the utilization and career management of assigned graphics personnel, I request each responsible official heading visual aids or graphics shops to continuously address himself to the peculiar considerations of this specialty group. From your intimate association you are in a position to bring to our attention any discrepancies, inefficiencies or inequities which may only become apparent to you. I specifically request that when vacancies offering promotional opportunities arise and a candidate in your component is not obviously well qualified for it, this fact be brought to the attention of Placement Branch/POD so that efforts can be made to canvass other units for an on-board qualified individual before undertaking external recruitment. I further request that you identify to Placement Branch/POD any individual who is seriously dissatisfied with his or her assignment as well as any person whose capabilities cannot be fully realized or offered deserved promotions within your organizational structure.

Emmett D. Echols
Director of Personnel

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Distribution:

- 4 - Deputy Director for Support ✓
- 1 - Director of Personnel
- 1 - Chief, Personnel Operations Division
- 1 - Chief, Graphics and Visual Aids Staff, Printing Services Division, OL✓
- 1 - Chief, Publications Division, OBI
- 1 - Chief, National Indications Center, Off of the Asst Dir, OCI
- 1 - Chief, Graphics Division, Intelligence Information Staff, OCI
- 1 - Chief, Graphical Analysis Branch, Publications Division, NPIC
- 1 - Chief, Technical Services Branch, Technical Intelligence Division, NPIC
- 1 - Chief, Instructional Services Branch, Support Staff, OTR✓
- 1 - Chief, Training Staff, [redacted] OTR✓
- 1 - Chief, [redacted] Technical Services Division, DD/P
- 1 - Chief, [redacted] TSD, DD/P
- 1 - Chief, Control Center Staff, Off of Special Activities, DD/S&T
- 1 - Chief, [redacted] CA Staff, DD/P

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OP/POD [redacted] :mkv (25 Feb 64)

25 FEB 1964

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Approved For Release 2002/08/15 : CIA-RDP84-00780R000500080016-4
MEMORANDUM FOR: Chief, Control Center Staff, Office of Special Activities

THROUGH : Deputy Director for Support
Deputy Director for Science & Technology

SUBJECT : Management of Graphics Personnel

REFERENCE : Memorandum for DD/S fr Ex Dir, dtd 13 Dec 62,
Subject: Consolidation of the Agency's Visual
Aids/Graphics Services

1. This memorandum is for information and to alert supervisors of Visual Aids/Graphics components to the periodic reports that have been rendered and are scheduled for future submission on the management of graphics personnel.

2. In the referenced memorandum the Executive Director requested that a survey be made of the personnel management of visual aid/graphics personnel in the several components of the Agency providing these services.

a. This survey was to be specifically directed toward ascertaining:

- (1) Equity of job grading in the Agency's graphics components.
- (2) Distribution of work load.
- (3) Rotation and promotion opportunities.
- (4) Utilization and improvement of skills.
- (5) Utilization of space.
- (6) Co-ordination of work among components.

b. The survey was completed in March 1963 and after examination and review by the Deputy Director for Support and discussion with representatives of the components concerned certain actions and conclusions resulted as follows:

- (1) The SSA-DD/S and Office of Logistics visual aid groups were consolidated into one graphics unit

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SUBJECT: Management of Graphics Personnel

under the Printing Services Division/OL. Thus, the unit with the biggest backlog was joined with the one which, according to the survey, was least employed.

(2) It was concluded that consolidation of OBI and OCI units was not practicable because of physical separation of these offices (OBI in Alcott Hall; OCI in Hqts), security (special handling requisites of much of OCI's work), and lack of adequate available space for consolidated facilities.

(3) The subject of overall career management of graphics personnel was reviewed taking into consideration the practicability of establishing a position of Graphics Co-ordinator under Printing Services Division/OL who would be responsible for co-ordination and distribution of work throughout all graphics components, and for career development, recruitment, training, promotion, and rotation program for all graphics employees. This suggestion was not implemented since the survey demonstrated that Agency components generally provided the required graphics services within acceptable time limits and a general co-ordination of graphics units did not appear to be essential especially in light of the considerations of security, dispersed locations, specialized requirements, and the difficulty of setting valid priorities. As regards career management, the survey revealed no evidence of serious inequities or morale problems among the employees then assigned to the seven separate units in three Deputy Directorates.

3. In considering these conclusions, the Executive Director requested in May 1963 that thought be given to the establishment of a formal Advisory Committee, under the Director of Personnel, to look after the career management and utilization of graphics personnel. The Deputy Director for Support, in reviewing this proposal, concluded in a memorandum to the Executive Director, dated 6 January 1963, that the need for such an Advisory Panel had not been established. However, the Director of Personnel was asked to monitor on a continuing basis the overall management of graphics personnel and to request such assistance as required from the components

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4. In line with the Deputy Director for Support's request, on 5 February 1964 the Office of Personnel completed a report on the results of "monitoring on a continuing basis the overall management of graphics personnel . . ." for the period beginning 1 June 1963 through 31 December 1963. This analysis revealed that in this seven-month period, nine graphics personnel left graphics positions. Five of these people were reassigned within the Agency; one was a military separation; and three left the Agency. One of these resignees returned to the University of Pittsburg to work on a graduate degree, one accepted a teaching position at the University of Indiana, and one returned to her home on the West Coast. These facts appear to confirm that graphics personnel are not overlooked for reassignment between components and experience as much opportunity for cross-movement as for most other specialists. In the matter of equitability and balance of work loads among the several graphics shops, the Office of Personnel does not have a practicable means of monitoring this factor except in terms of evidences of employee dissatisfaction (which to date have not been reflected) and management requests for additional staff personnel. There is no way to ensure that these people are not underworked except to make a logical assumption that present pressures to make best use of limited ceiling would result in quick elimination of positions where work load factors permit. The decentralization of this particular group of specialists is in substance no different from the decentralization of other individuals who do other "specialist" functions for a component. These people can readily identify with the substance of the component as a whole and can find as strong bonds as they might in using their techniques as a common interest. The reported evidence shows that these individuals are properly managed and utilized by the respective components to which they are now assigned. In the matter of promotion opportunities, combining the various units into one would not increase opportunities unless higher-graded positions were artificially introduced. Any specialty

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SUBJECT: Management of Graphics Personnel

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6. In order to assure the continued validation of efficiency in providing graphics services and equity in the utilization and career management of assigned graphics personnel, I request each responsible official heading visual aids or graphics shops to continuously address himself to the peculiar considerations of this specialty group. From your intimate association you are in a position to bring to our attention any discrepancies, inefficiencies or inequities which may only become apparent to you. I specifically request that when vacancies offering promotional opportunities arise and a candidate in your component is not obviously well qualified for it, this fact be brought to the attention of Placement Branch/POD so that efforts can be made to canvass other units for an on-board qualified individual before undertaking external recruitment. I further request that you identify to Placement Branch/POD any individual who is seriously dissatisfied with his or her assignment as well as any person whose capabilities cannot be fully realized or offered deserved promotions within your organizational structure.

Emmett D. Echols
Director of Personnel

25X1

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Distribution:

- 4 - Deputy Director for Support ✓
- 1 - Director of Personnel
- 1 - Chief, Personnel Operations Division
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- 1 - Chief, Graphics Division, Intelligence Information Staff, OCI
- 1 - Chief, Graphical Analysis Branch, Publications Division, NPIC
- 1 - Chief, Technical Services Branch, Technical Intelligence Division, NPIC
- 1 - Chief, Instructional Services Branch, Support Staff, OTR
- 1 - Chief, Training Staff, [redacted] OTR
- 1 - Chief, [redacted] Technical Services Division, DD/P
- 1 - Chief, [redacted] TSD, DD/P
- 1 - Chief, Control Center Staff, Off of Special Activities, DD/S&T
- 1 - Chief, [redacted] CA Staff, DD/P

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OP/POD/[redacted]mkv (25 Feb 64)

25 FEB 1964

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MEMORANDUM FOR: C/PB/GBI, C/NIC/GAD/OCI, C/GD/IS/OCI,
C/GAB/PD/NPIC; C/TSB/TID/NPIC

THROUGH : Deputy Director for Support
Deputy Director for Intelligence

SUBJECT : Management of Graphics Personnel

REFERENCE : Memorandum for DD/S fr Ex Dir, dtd 13 Dec 62,
Subject: Consolidation of the Agency's Visual
Aids/Graphics Services

1. This memorandum is for information and to alert supervisors of Visual Aids/Graphics components to the periodic reports that have been rendered and are scheduled for future submission on the management of graphics personnel.

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SUBJECT: Management of Graphics Personnel

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(2) It was concluded that consolidation of OBI and OCI units was not practicable because of physical separation of these offices (OBI in Alcott Hall; OCI in Hqts), security (special handling requisites of much of OCI's work), and lack of adequate available space for consolidated facilities.

(3) The subject of overall career management of graphics personnel was reviewed taking into consideration the practicability of establishing a position of Graphics Co-ordinator under Printing Services Division/OL who would be responsible for co-ordination and distribution of work throughout all graphics components, and for career development, recruitment, training, promotion, and rotation program for all graphics employees. This suggestion was not implemented since the survey demonstrated that Agency components generally provided the required graphics services within acceptable time limits and a general co-ordination of graphics units did not appear to be essential especially in light of the considerations of security, dispersed locations, specialized requirements, and the difficulty of setting valid priorities. As regards career management, the survey revealed no evidence of serious inequities or morale problems among the [] employees then assigned to the seven separate units in three Deputy Directorates.

3. In considering these conclusions, the Executive Director requested in May 1963 that thought be given to the establishment of a formal Advisory Committee, under the Director of Personnel, to look after the career management and utilization of graphics personnel. The Deputy Director for Support, in reviewing this proposal, concluded in a memorandum to the Executive Director, dated 6 January 1963, that the need for such an Advisory Panel had not been established. However, the Director of Personnel was asked to monitor on a continuing basis the overall management of graphics personnel and to request such assistance as required from the components

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Emmett D. Echols
Director of Personnel

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- 1 - Chief, Graphics Division, Intelligence Information Staff, OCI
- 1 - Chief, Graphical Analysis Branch, Publications Division, NPIC
- 1 - Chief, Technical Services Branch, Technical Intelligence Division, NPIC
- 1 - Chief, Instructional Services Branch, Support Staff, OTR
- 1 - Chief, Training Staff, [redacted] OTR
- 1 - Chief, [redacted] Technical Services Division, DD/P
- 1 - Chief, [redacted] TSD, DD/P
- 1 - Chief, Control Center Staff, Off of Special Activities, DD/S&T
- 1 - Chief, [redacted] CA Staff, DD/P

STAT

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STAT

STAT

STAT

OP/POD/I [redacted]:mkv (25 Feb 64)

25 FEB 1964

CONFIDENTIAL

MEMORANDUM FOR: [REDACTED] TSD/DDP; [REDACTED] TSD/DDP;
[REDACTED] / CA Staff/DDP

THROUGH : Deputy Director for Support
Deputy Director for Plans

SUBJECT : Management of Graphics Personnel

REFERENCE : Memorandum for DD/S fr Ex Dir, dtd 13 Dec 62,
Subject: Consolidation of the Agency's Visual
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SUBJECT: Management of Graphics Personnel

concerned to deal with specialized problems. In addition, the Chief, Printing Services Division/OL was asked to comment on the co-ordinating role which his Division could or should play after he had had a few months of experience with the new combined unit (i.e. SSA-DD/S and OL Visual Aids Groups) assigned to him. (The Director of Logistics subsequently made his review of the feasibility of such an arrangement with the conclusion that it would be unnecessary and impractical to attempt to act as the co-ordinator for work standards and allocations or as the manager of the career aspects of visual aids/graphics personnel.)

4. In line with the Deputy Director for Support's request, on 5 February 1964 the Office of Personnel completed a report on the results of "monitoring on a continuing basis the overall management of graphics personnel . . ." for the period beginning 1 June 1963 through 31 December 1963. This analysis revealed that in this seven-month period, nine graphics personnel left graphics positions. Five of these people were reassigned within the Agency; one was a military separation; and three left the Agency. One of these resignees returned to the University of Pittsburg to work on a graduate degree, one accepted a teaching position at the University of Indiana, and one returned to her home on the West Coast. These facts appear to confirm that graphics personnel are not overlooked for reassignment between components and experience as much opportunity for cross-movement as for most other specialists. In the matter of equitability and balance of work loads among the several graphics shops, the Office of Personnel does not have a practicable means of monitoring this factor except in terms of evidences of employee dissatisfaction (which to date have not been reflected) and management requests for additional staff personnel. There is no way to ensure that these people are not underworked except to make a logical assumption that present pressures to make best use of limited ceiling would result in quick elimination of positions where work load factors permit. The decentralization of this particular group of specialists is in substance no different from the decentralization of other individuals who do other "specialist" functions for a component. These people can readily identify with the substance of the component as a whole and can find as strong bonds as they might in using their techniques as a common interest. The reported evidence shows that these individuals are properly managed and utilized by the respective components to which they are now assigned. In the matter of promotion opportunities, combining the various units into one would not increase opportunities unless higher-graded positions were artificially introduced. Any specialty

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field has a top which necessarily must be recognized and accepted by an individual when he chooses to so specialize.

5. The conclusions drawn by the Office of Personnel as presented in the above paragraph satisfied the Deputy Director for Support that the present system of decentralized career management of graphics personnel was satisfactory and adequately efficient. The Director of Personnel was directed to continue monitoring the activity in cooperation with the heads of the operating components concerned. The next scheduled report on management of graphics personnel has been set for 1 February 1965.

6. In order to assure the continued validation of efficiency in providing graphics services and equity in the utilization and career management of assigned graphics personnel, I request each responsible official heading visual aids or graphics shops to continuously address himself to the peculiar considerations of this specialty group. From your intimate association you are in a position to bring to our attention any discrepancies, inefficiencies or inequities which may only become apparent to you. I specifically request that when vacancies offering promotional opportunities arise and a candidate in your component is not obviously well qualified for it, this fact be brought to the attention of Placement Branch/POD so that efforts can be made to canvass other units for an on-board qualified individual before undertaking external recruitment. I further request that you identify to Placement Branch/POD any individual who is seriously dissatisfied with his or her assignment as well as any person whose capabilities cannot be fully realized or offered deserved promotions within your organizational structure.



Emmett D. Echols
Director of Personnel

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Distribution:

- 4 - Deputy Director for Support ✓
- 1 - Director of Personnel
- 1 - Chief, Personnel Operations Division
- 1 - Chief, Graphics and Visual Aids Staff, Printing Services Division, OL
- 1 - Chief, Publications Division, OBI
- 1 - Chief, National Indications Center, Off of the Asst Dir, OCI
- 1 - Chief, Graphics Division, Intelligence Information Staff, OCI
- 1 - Chief, Graphical Analysis Branch, Publications Division, NPIC
- 1 - Chief, Technical Services Branch, Technical Intelligence Division, NPIC
- 1 - Chief, Instructional Services Branch, Support Staff, OTR
- 1 - Chief, Training Staff, [redacted] OTR
- 1 - Chief, [redacted] Services Division, DD/P
- 1 - Chief, [redacted] TSD, DD/P
- 1 - Chief, Control Center Staff, Off of Special Activities, DD/S&T
- 1 - Chief, [redacted] CA Staff, DD/P

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